IT PROJECT EVALUATION

Project Tracking No.: P-025-FY03-IWD

Return on Investment Program Funding Application (FY 2003 Request)

This is an electronic template. Please enter your responses on this document. Only electronic submittals of this template will be accepted. Proposals submitted after the designated due date may not receive funding consideration.
FINAL AUDIT REQUIRED: The Enterprise Quality Assurance Office of the Information Technology Department is required to perform a final project outcome audit, after implementation, for all Pooled Technology funded projects.

SECTION I: PROPOSAL

Date: 07/13/2001

Agency Name: Iowa Workforce Development

Project Name: IWD Tax System

Expenditure Name:

Agency Manager: Larry Venenga, Chief Tax Bureau/Reynel Dohse, Project Manager

Agency Manager Phone Number / E-mail: (515)281-5339 / Larry.Venenga@iwd.state.ia.us
(515)281-8063 / Reynel.M.Dohse@iwd.state.ia.ua

Executive Sponsor (Agency Director or Designee): Russell T. Coleman

Request For ROI Application Waiver:

Agencies are required to complete this funding application when requesting funds for any project, any IT expenditure costing over $100,000, or any non-routine IT expenditure. If you feel there is compelling reason to waive this requirement, please provide (in the box provided below) a brief description of the project or expenditure, the budget amount, and a rationale for the waiver request. Until a decision is made regarding your waiver request, it is not necessary to complete any other portion of this application. The ITD Enterprise Quality Assurance Office will convey waiver request decisions within five working days of receipt.

Explanation:

A. Project or Expenditure Rationale

Is this project or expenditure necessary for compliance with a Federal standard, initiative, or statute? ☒ **YES** (If "YES," explain) ☐ **NO**

Explanation: 26 United States Code 3303
20 Code Federal Regulations 602, 640, 650

Is this project or expenditure required by State statute? ☒ **YES** (If "YES," explain) ☐ **NO**

Explanation: 871 Iowa Administrative Code 23.1(1) to 23.82(3)
Employer's Contributions and Charges

Does this project or expenditure meet a health, safety or security requirement?
☐ **YES** (If "YES," explain) ☒ **NO**

Explanation:

Is this project or expenditure necessary for compliance with an enterprise technology standard?
☒ **YES** (If "YES," explain) ☐ **NO**

Explanation: This project ensures compliance with the enterprise technology standard of E Gov by 2003

Is this project or expenditure consistent with meeting the goals and objectives of the State's strategic plans?
☒ **YES** (If "YES," explain) ☐ **NO**

Explanation: The project is consistent with meeting the 2002 Accountable Government goal to "promote a fair and simplified tax system" from the Vilsack/Pederson Leadership Agenda.

Is this a "research and development" project or expenditure? ☐ **YES** (If "YES," explain) ☒ **NO**

Explanation:

B. Project or Expenditure Summary

1. Provide a pre-project or pre-expenditure (before implementation) and a post-project or post-expenditure (after implementation) description of the impacted system or process. In particular, note if the project or expenditure makes use of information technology in reengineering traditional government processes.

Response:

A. Pre-Project - The Unemployment Insurance Services (UIS) Division Tax Functions of the Iowa Workforce Development (IWD) has been operating with a paper/semi-automated system since the late 1960's. Tax Functions serves approximately 69,000 active employers and collects over 1,600,000 wage records quarterly. Since the tax system is so manual, UIS staff are not always able to provide detailed information and needed service to employers, claimants, internal staff and federal and state partners in a timely manner. The volume of paper processed in the existing environment is time intensive to process and cumbersome to data capture. Many processes are not automated, forcing staff to rely on manual ledgers, manual review of microfilmed documents and manual tabulations of reports and data.

The UIS Tax Functions provides the following services: Employer Liability Determinations, Collection of employer unemployment insurance taxes, and wage detail for Unemployment Insurance (UI) claimants and other UIS customers.

B. Post-Project - A new automated IWD Tax Functions system will increase the level of service provided to both employers and claimants. The new system will save time and reduce manual processing by fully integrating systems with better edits. This will allow changes and corrections to update all files, thus eliminating redundant entries and allowing existing staff more time to research issues and provide better service to our customers.

2. Summarize the extent to which the project or expenditure improves customer service to Iowa citizens or within State government. Included would be such items as improving the quality of life, reducing the government hassle factor, providing enhanced services, improving work processes, etc.

Response:
A. The Employer Liability Determination process will be enhanced and be more timely.
B. A new tax system benefits employers by allowing electronic funds transfer, electronic report filing and/or electronic forms preparation.
C. TheTax Collection functions will be improved by allowing for better tracking and faster refunds to employers.
D. Wage records of unemployed workers will be available and accurate when they file for unemployment insurance.
E. Timely and accurate wage records will strengthen accountable government by providing a tool for customer tracking to ensure citizens receive needed employment and training services.

3. Identify the main project or expenditure stakeholders and summarize the extent to which each, especially citizens, is impacted. In particular, note if the project or expenditure helps reconnect Iowans to State government.

Response:
Iowa employers will continue to experience increasing delays in the establishment of the employer tax accounts, the tracking of employer accounts, the tracking of employer requests for service, receipt of billing notices and the deposit of money in the trust fund. Without a redesign of the tax system IWD cannot offer employers electronic funds transfer, electronic report filing or electronic forms preparation which is essential in the current and future business environment. Also, unemployed workers may experience delays in receiving unemployment insurance benefits.

SECTION II: PROJECT ADMINISTRATION

A. Agency Information

1. Project Executive Sponsor Responsibilities: The sponsor must have the authority to ensure that adequate resources are available for the entire project, that there is commitment and support for the project, and that the organization will achieve successful project implementation.

Response: No response required.

2. Organization Skills:
   a. List the project management skills necessary for successful project implementation
   b. List the project management skills available within the agency
   c. List the source(s) of project management skills lacking within the agency
   d. Summarize relevant agency project management experience and results

Response:

a. The skills necessary will be a strong knowledge of the current business practices related to the Tax Bureau, Field Audit Bureau, and Information Technology Bureau. The ability to lead a team of people with diverse backgrounds to reach a common goal is also required. A strong knowledge of project management procedures and methodologies along with a sound technical knowledge is also required. By providing this in-house, Iowa Workforce Devleopment and the State of Iowa, can leverage costs and ensure that the ongoing maintenance and implementations are performed in line with the original scope. The ultimate success of this project will be measured using the US Department of Labor's Tax Performance System review process.

b. The above skills have been identified in this agency. The leads for this project are proposed to be Reynel Dohse and Larry Venenga from the UI business side and Rita Coxe and Robert Hellstern from the Information Technology side. Additional skillsets will be identified and added as they are determined based on the scope of the project.

c. All of the above skills are found to be currently present within the agency. These skills will be augmented with the skills of the Information Technoligy Support Center (ITSC) and the various hardware/software vendors identified as partners in execution of this plan to further strengthen and enhance the execution of the plan.

d. The relevant agency experience and results are positive. The four proposed individuals have proven to have the overall experience and have shown to have positive results for meeting the strategic plan for the agency.

B. Project Information

1. History:
   a. Is this project the first part of a future, larger project? If so, please explain.
   b. Is this project a continuation of a previously begun project? If so, please explain project history, current status, and results.

Response:

a. This project is part of a larger project. The project is expected to take four years.

b. This project is a continuation of a previously begun project. IWD in partnership with the Dept of Revenue and Finance have been working to provide electronic fund transfer ability to businesses for payment of their UI contributions. A pilot test of the application is planned for October 2001. Also IWD has been working with the Information Technology Support Center to develop a strategic plan for modernizing the UI tax processing system. The strategic plan will be delivered in December 2001.

2. Expectations: Describe the primary purpose or reason for the project.

Response:
In an environment of increased workload and shrinking staff, the most important reason to redesign the UIS Tax Functions is to provide responsive customer service by capturing and displaying data electronically to facilitate prompt problem resolution. The need to access paper documents would be minimized

3. Measures: Describe the criteria that will be used to determine if the project is successful.

Response: The successfulness of this project will be measured using the following US DOL Tax Performance System (TPS) measures: Status Determination, Cashiering, Report Delinquency and Collection. Customer surveys will also be used to measure the successfulness of the project.

4. Environment: List the project participants (i.e. single agency, multiple agencies, State government enterprise, citizens, associations, or businesses, etc.).

Response: Input will be provided by having focus group meetings with employers, agency staff, business groups, and labor organizations. Many Tax operations throughout the United States are currently redesigning their tax systems. For example: The estimated cost of re-engineering of tax systems in other states range from $7.0 million in South Carolina, Missouri and Alaska, $10.0 million in Minnesota and $32.0 million in Wisconsin. Cooperation opportunities exist between states and ITSC experience in redesigning tax systems.

5. Risk: Describe the project risks which may be internal or external to State government, i.e. implementing versus not implementing project, changing technology, potential cost overruns, changing citizen demand or need, etc.

Response: Without business process changes, customers will continue to experience delays in employer liability determinations, report filing, collection functions, contribution payments and timely receipt of unemployment insurance payments.

6. Security / Data Integrity / Data Accuracy / Information Privacy
   a. List the security requirements of the project
   b. Describe how the security requirements will be integrated into the project and tested
   c. Describe what measures will be taken to insure data integrity, data accuracy and information privacy.

Response:

a. 1. IWD will identify Federal and State laws governing information exposure.
2. IWD has an adopted security policy, General Manuals Section E, Security Standards for Information Technologies. Section E. covers:

a. Effective security measures are necessary to protect IWD electronic information from unauthorized modification, exposure, or destruction, and to ensure continued confidentiality, integrity and availability of any IWD information network or technology infrastructures. The objectives of this document are to establish standards for access, modification, and movement of all electronic information stored on or passing through a technology.

b. This standard shall be used for all technologies belonging to IWD whether or not these technologies are operating at and IWD facility or on behalf of IWD at a non-IWD facility. The IWD Policy and Standard shall be referenced in contracts with IWD's business partners, vendors, customer and other business associates.

3. IWD has identified and assessed the risks inherent in allowing the public access to sensitive data.
4. IWD has identified an internet based employer authentication process.
5. Fraudulent data entry and disclosure of sensitive information will be controlled by application design and data access permissions.
6. IWD has policies in place to insure that sensitive data is protected during daily work processes.

b. 1. The identified security requirements will be considered during the application design phase.
2. Thorough testing of implemented security requirements will be conducted before the application is placed into production status.

c. 1. A firewall will be placed between the Tax System server and the internet.
2. Implement network and internet scanning tools to harden Tax System server.
3. Conduct intrusion detection testing periodically.
4. Regular security audits will be conducted and system changes will be implemented when warranted.

7. Project Schedule
   Describe general time lines, resources, tasks, checkpoints, deliverables, responsible parties, etc.

Response:

Date	Task	Responsible Party
07-01-01 thru 06-30-02	Document System requirements. Identify Iowa specific customizations	ITSC/IWD
07-01-02 thru 06-30-03	Purchase hardware/software. Begin installation and customization	IWD
07-01-03 thru 06-30-04	Continue migration & customization	IWD
07-01-04 thru 06-30-05	Complete migration & customization	IWD

Reynel Dohse and R. J. Hellstern will be IWD Project Managers.

SECTION III: TECHNOLOGY (In written detail, describe the following)

A. Current Technology Environment

1. Software (Client Side / Server Side / Midrange / Mainframe):
   a. Application software
   b. Operating system software
   c. Major interfaces to other systems, both internal and external

Response:

a. Application Software – IWD currently uses in house written applications developed on the COBOL/CICS/DB2/VSAM platform on the mainframe. Additional software has been developed on the client server developed using the Domino platform

b. IWD currently operates on an OS/390 mainframe platform uitilizing COBOL/CICS/DB2/VSAM & MQ Series for its' current tax system. On the client Server side, workstations and servers utilize the Windows suite of Office products along with the Dominio product line.

c. Major interfaces are the UI Claims systems, ES-202, UI Chargebacks, UI Overpayments and ES-202. This system also has ties to the State of Iowa accounting system – IFAS

2. Hardware (Client Side / Server Side / Mid-range / Mainframe):
   a. Platform, operating system
   b. Storage and physical environment
   c. Connectivity and bandwidth
   d. Logical and physical connectivity
   e. Major interfaces to other systems, both internal and external

Response:

a. Platform – Mainframe is OS390/MVS
Client server utilizes IBM Compatible workstations and Compaq servers utilizing the Windows Operating system (95, NT, 2000)

b. Storage and physical environment
Client server utilizes storage both on the desktop and also on selected servers both in the IWD data center and at the various regional centers connected through IWD's LAN/WAN
Mainframe storage utilizes product offerings from IBM. This includes IBM 3390 Direct Access Storage, IBM 9393 RAMAC Virtual Array Storage and IBM 3494 – L10 Tape Library Data server, all of which are located at IWD's data center.

c. The client workstations are connected via a 10mb Ethernet lan, Frame Relay network, 56k data lines, T1 data lines and links to the workforce regional centers across Iowa. The server configuration utilizes the same structure as the client with the addition of 10/100 mb LAN and 100 mb switched Ethernet between the servers housed in IWD's data center. The OS/390 mainframe is connected to the server farm via a token-ring connection.

d. The client workstations are connected logically and physically via TCP/IP connections. The servers and mainframe systems are connected with TCP/IP and SNA utilizing Microsoft's SNA Server

e. Major interfaces include Token Ring connection to the campus backbone LAN allowing for authorized access to the current IWD tax system for staff located in such offsite locations as DHS offices. Data exchange also occurs with magnetic media with IRS and Dept of Revenue. Data is also transferred to the Hoover Data Center via a software package on the mainframe called Connect Direct which allows direct connection via TCP/IP and FTP. Data is also exchanged via paper reports with Dept. of Revenue.

f. General parameters have not been determined at this time.

B. Proposed Technology Environment

1. Software (Client Side / Server side / Mid-range / Mainframe)
   a. Application software

b. Operating system software
c. Major interfaces to other systems, both internal and external
d. General parameters if specific parameters are unknown or to be determined

Response:
a. Application Software – IWD will be evaluating the South Carolina tax system which utilizes OS390 Cobol, CICS, VSAM and DB2. IWD will also be utilizing JAVA, ORACLE, and Domino for its Client server side. IWD will also be evaluating Websphere for any Web development that may be needed.
b. Operating system will stay the same as the current structure with the exception of adding the UNIX platform on the client server.
c. Interfaces are currently seen as not changing
d. General parameters have not been determined at this time

2. Hardware (Client Side / Server Side / Mid-range / Mainframe)
a. Platform, operating system
b. Storage and physical environment
c. Connectivity and Bandwidth
d. Logical and physical connectivity
e. Major interfaces to other systems, both internal and external
f. General parameters if specific parameters are unknown or to be determined

Response:
a. The platforms will stay the same with the exception of adding the Unix Platform
b. Storage stays the same with the exeption of adding the storage for UNIX
c. The client workstations are connected via a 10mb Ethernet lan, Frame Relay network, 56k data lines, T1 data lines and links to the workforce regional centers across Iowa. The server configuration utilizes the same structure as the client with the addition of 10/100 mb LAN and 100 mb switched Ethernet between the servers housed in IWD's data center. The OS/390 mainframe is connected to the server farm via a token-ring connection.
d. The client workstations are connected logically and physically via TCP/IP connections. The servers and mainframe systems are connected with TCP/IP and SNA utilizing Microsoft's SNA Server
e. Major interfaces include Token Ring connection to the campus backbone LAN allowing for authorized access to the current IWD tax system for staff located in such offsite locations as DHS offices. Data exchange also occurs with magnetic media with IRS and Dept of Revenue. Data is also transferred to the Hoover Data Center via a software package on the mainframe called Connect Direct which allows direct connection via TCP/IP and FTP. Data is also exchanged via paper reports with Dept. of Revenue.
f. General parameters have not been determined at this time.

C. Data Elements

If the project creates a new database, provide a description of the data elements.

Response: Replaces an existing database.

SECTION IV: Financial Analysis

A. Budget: Enter figures and calculate (see formula below) Total Annual Prorated Cost (State Share).

$$\left[\left(\frac{Budget\ Amount}{Useful\ Life}\right)\times \%\ State\ Share\right]+\left(Annual\ Ongoing\ Cost\times \%\ State\ Share\right)=Annual\ \text{Pr}orated\ Cost$$

Budget Line Items	Budget Amount (1st Year Cost)	Useful Life (Years)	% State Share	Annual Ongoing Cost (After 1st Year)	% State Share	Annual Prorated Cost
Agency Staff	$50,000	4	70%	$0	0%	$8,750
Software	$270,000	4	70%	$0	0%	$47,250
Hardware	$660,000	4	70%	$0	0%	$115,500
Training	$70,000	4	70%	$0	0%	$12,250
Facilities	$0	4	%	$0	0%	$0
Professional Services	$800,000	4	70%	$0	0%	$140,000
ITD Services	$0	4	%	$0	0%	$0
Supplies, Maint, etc.	$0	4	%	$0	0%	$0
Other (Specify)	$0	1	%	$0	%	$0
Totals	$1,850,000	-------	-------	$0	------	$323,750

Transfer this amount to the ROI Financial Worksheet, item “D” on page 14.

B. Funding: Enter data or provide response as requested

1. This is (pick one):
   - ☒ A Pooled Technology Fund or Reengineering Fund Request
   - ☐ An Agency IT Expenditure or Budget Request (General Fund, Road Funds, etc)
   - ☐ Other – Specify:

2. On a fiscal year basis, enter the estimated cost by funding source?

	FY03		FY04		FY05	
	Cost ($)	% Total Cost	Cost ($)	% Total Cost	Cost ($)	% Total Cost
State General Fund	$0	%	$0	%	$0	%
Pooled Tech. Fund	$1300000	70%	$1300000	70%	$1300000	70%
Federal Funds	$550000	30%	$550000	30%	$550,000	30%
Local Gov. Funds	$0	%	$0	%	$0	%
Grant or Private Funds	$0	%	$0	%	$0	%
Other Funds (Specify)	$0	%	$0	%	$0	%
Total Project Cost	$1850000	100%	$1850000	100%	$1850000	100%

If applicable, summarize prior fiscal year funding experience for the project / expenditure.

Response: FY02 - $100,000 Tax Redesign Planning / $6,600 EFT Programming

1. On a fiscal year basis, how much of the total ($ amount and %) project / expenditure cost would be absorbed by your agency from normal operating budgets (all funding sources)?

Response: $550,000 (30%) Federal funds

2. Identify, list, and quantify all new annual ongoing (maintenance, staffing, etc.) related costs (State $s) that will be incurred after implementation or expenditure.

Response: none

C. ROI Financial Worksheet: Respond to the following and transfer data to the ROI Financial Worksheet (see IVC11) as necessary:

1. Annual Pre-Project Cost – Quantify all actual state government direct and indirect costs (personnel, support, equipment, etc.) associated with the activity, system or process prior to project implementation. This section should be completed only if state government operations costs are expected to be reduced as a result of project implementation.

Response: N/A

2. Annual Post-Project Cost – Quantify all estimated State government direct and indirect costs associated with activity, system or process after project implementation. This section should be completed only if State government operations costs are expected to be reduced as a result of project implementation.

Response: N/A

3. State Government Benefit -- Subtract the total "Annual Post-Project Cost" from the total "Annual Pre-Project Cost." This section should be completed only if State government operations costs are expected to be reduced as a result of project implementation.

Response: N/A

4. Citizen Benefit – Quantify the estimated annual value of the project to Iowa citizens**.** This includes the "hard cost" value of avoiding expenses ("hidden taxes") related to conducting business with State government. These expenses may be of a personal or business nature. They could be related to transportation, the time expended on or waiting for the manual processing of governmental paperwork such as licenses or applications, taking time off work, mailing, or other similar expenses. As a "rule of thumb," use a value of $10 per hour for citizen time savings and $.325 per mile for travel cost savings.

Response: Specific "Citizen Benefit" not quantifiable

5. Opportunity Value/Risk or Loss Avoidance Benefit – Quantify the estimated annual non-operations benefit to State government. This could include such items as qualifying for additional matching funds, avoiding the loss of matching funds, avoiding program penalties/sanctions or interest charges, avoiding risks to health/security/safety, avoiding the consequences of not complying with State or federal laws, providing enhanced services, avoiding the consequences of not complying with enterprise technology standards, etc.

Response: With a redesign ot the tax system, IWD can offer employer electronic funds transfer, electronic report filing or electronic forms preparation which is essential in the current and future business environment. Delays in receiving unemployment insurance wil be reduced.

Project costs will be reduced by $700,000 per year. Many state unemployment tax operations throughout the United States are currently redesigning their tax systems. Iowa has an opportunity to benefit from this movement as several states have offered IT program coding to Iowa at no charge. These states are also willing to share their experience in the redesign effort. The estimated value of the program coding is $2.1 million over three years.

This project permits Iowa Workforce Development to leverage $550,000 in federal funds (Integrity) for automation.

The total project opportunity value is $1,250,000 per year.

6. Total Annual Project Benefit -- Add the values of all annual benefit categories.

Response: See ROI Finanacial Worksheet

7. Total Annual Prorated Cost – It is necessary to estimate and assign a useful life figure to each cost identified in the project budget. Useful life is the amount of time that project related equipment, products, or services are utilized before they are updated or replaced. In general, the useful life of hardware is three (3) years and the useful life of software is four (4) years. Depending upon the nature of the expense, the useful life for other project costs will vary between one (1) and four (4) years. On an exception basis, the useful life of individual project elements or the project as a whole may exceed four (4) years. Additionally, the ROI calculation must include all new annual ongoing costs that are project related. Completing Section IV-A, Project Budget of the evaluation document will provide all the necessary information for this item.

Response: See Section 4, Project Benefit. Project Budget X 70% prorated over 4 years ($1,850,000 x 0.70) / 4 = $323,750 Annual project Costs

8. Benefit / Cost Ratio – Divide the "Total Annual Project Benefit" by the "Total Annual Project Cost." If the resulting figure is greater than one (1.00), then the annual project benefits exceed the annual project cost. If the resulting figure is less than one (1.00), then the annual project benefits are less than the annual project cost.

Response: See ROI Financial Worksheet

9. ROI -- Subtract the "Total Annual Project Cost" from the "Total Annual Project Benefit" and divide by the amount of the requested State IT project funds.

Response: See ROI Financial Worksheet

10. Benefits Not Readily Quantifiable -- List the project benefits which are not readily quantifiable (i.e. IT innovation, unique system application, utilization of new technology, hidden taxes, improving the quality of life, reducing the government hassle factor, meeting a strategic goal, etc.). Rate the importance of these benefits on a "1 – 10" basis, with "10" being of highest importance. Check the "Benefits Not Readily Quantifiable" box in the applicable row.

Response:
A. Rating = 10 The employer liability determination process will be enhanced and more timely.
B. Rating = 10 Electronic funds transfer, electronic report filing and or electronic forms preparation will be available.
C. Rating = 10 Better tracking of collection functions and faster refunds to employers will result.
D. Rating = 10 Wage records of unemployed workers will be available and accurate when they file for unemployment insurance.
E. Rating = 10 Timely and accurate wage records will strengthen accountable government by providing a tool for customer tracking to ensure citizens receive needed employment and training services.

11. ROI Financial Worksheet

Annual Pre-Project Cost - How You Perform The Function(s) Now	
FTE Cost (salary plus benefits):	$
Support Cost (i.e. office supplies, telephone, pagers, travel, etc.):	$
Other Cost (expense items other than FTEs & support costs, i.e. indirect costs if applicable, etc.):	$
A. Total Annual Pre-Project Cost:	$0
Annual Post-Project Cost – How You Propose to Perform the Function(s)	
FTE Cost:	$
Support Cost (i.e. office supplies, telephone, pagers, travel, etc.):	$
Other Cost (expense items other than FTEs & support costs, i.e. indirect costs if applicable, etc.):	$
B. Total Annual Post-Project Cost:	$
State Government Benefit (= A-B):	$0
Annual Benefit Summary	
State Government Benefit:	$
Citizen Benefit:	$
Opportunity Value or Risk/Loss Avoidance Benefit:	$1250000
C. Total Annual Project Benefit:	$1250000
D. Annual Prorated Cost (SECTION IV-A):	$323750
Benefit / Cost Ratio: (C / D) =	3.8
Return On Investment (ROI): (C – D) / Requested Project Funds) x 100 =	71%
☒ **Benefits Not Readily Quantifiable**	

Section V: ITC Project Evaluation Criteria

Criteria and Location in Project Evaluation Document		Points
1.	Is the project a statutory requirement; legal requirement; federal or state mandate; health, safety or security requirement or issue; and/or required for compliance with the enterprise technology standards? **Location: Section I-A**	**15**
2.	Will the project improve customer service? **Location: Section I-B.2**	**15**
3.	Does the project have a direct impact on citizens? To what extent does the project help reconnect state government with Iowans? **Location: Section I-B.3**	**10**
4.	Does the project provide a sufficient tangible and/or intangible return on investment? Will it generate savings or income? **Location: Section IV-C**	**10**
5.	Does the project make use of information technology and its practical application in reengineering traditional government processes consistent with the goals and objectives of the state's strategic plans? **Location: Section I-B.1**	**10**
6.	Risk: What are the risks associated with the project? Such risks may include those internal and external to state government, the risk of doing a project, the risk of not doing a project, and the risks associated with changing technologies, potential cost overruns, and changing citizen demands and needs. **Location: Section II-B.5**	**10**
7.	Is this funding required to continue a project that was begun prior to the year funding is being requested for and does it have proven past performance? Is the funding part of a multi-year strategy? **Location: Section II-B1, IVB2**	**10**
8.	Will the project be for only one agency, multiple agencies, or the state government enterprise? **Location: Section I-B3, IIB4**	**10**
9.	Has the applicant maximized their own and other resources in the project? Is alternative funding unavailable for this project? (If no other funding available, project will not be completed without Pooled Technology funding) **Location: Section IV-B.2, IV-B.3**	**5**
10.	What is the credibility of the requester based on past performance on other projects? **Location: Section II-A.2.d**	**5**
	Total	**100**